

MIDCAREER COURSE NO. 15

COURSE REPORT

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Midcareer Executive Development Course No. 15 (OTR #3-68)

Course Report

Opening and Closing Speakers

Admiral Taylor opened the course on 24 January in his usual friendly and complimentary style. He also filled in at the final ceremony until the Director arrived. We were then in the enviable position of having both the DCI and the DDCI at the culmination of our course. Admiral Taylor was kind enough to remain and pass out the certificates to the class members.

We had hoped to have John Macy, Chairman of the U.S. Civil Service Commission, as our final speaker but he declined our invitation due to pressure of work. [REDACTED] kindly came to our rescue and provided the final substantive talk.

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Administration

The MEDC No. 15 was conducted from 28 January to 8 March 1968. Although the running of the MEDC during the winter months often presents weather and attendant speaker transportation problems, this time we "lucked out." Our only weather problem was on 1 March when it snowed in the Washington area and delayed the start of our program at Glebe Road for about 30 minutes.

We found that the assumption of tighter transportation controls by the [REDACTED] resulted in requiring more time of the MEDC staff in trying to work out last minute changes in air schedules. While these changes probably resulted in using the least expensive means of transportation, the three speakers who used commercial transportation tied up one MEDC staff member for approximately two hours each time [REDACTED] escorting the visitor [REDACTED]. We hope the savings were worth the necessary complicated arrangements.

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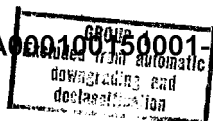
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Schedule Changes

The course ran with no administrative hitches. Bruce Clarke, the Director of Strategic Research, DDI, was scheduled for the first

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[REDACTED] Those students who did fly, traveled on the regularly scheduled flights.

Based upon this experience, the MEDC staff is going to continue this "carpooling" policy as an economy measure. The continuation of this policy would be especially important if the revised MEDC schedule frees the Midcareerists during the second weekend.

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is decided to
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payments*

Class Quality

Having been involved now in four MEDC courses, we are consistently amazed at the talent, the vigor, the enthusiasm and the dedication which marks the Midcareer Course students. MEDC No. 15 was no exception. As an entity it looked and acted like its predecessors.

The #15 class profile indicated a group of older more mature Midcareerists than in the preceding courses. Pertinent statistical data revealed that while 16 of the 33 Midcareerists were GS-14's, their dates of grade ranged from 1963 to 1967. This, in our estimation, made them all junior GS-14's. The records also bore out the fact that they all were exceptionally high calibre professional intelligence officers, lawyers and scientists, whose career services had recognized their capabilities by granting early promotions. Their average age at time of promotion to GS-14 was 39.7, with a range from 34 to 44 years. It seems that these 16 Midcareerists were able to overcome the "hump" problem.

The analysis of the 16 GS-13's shows that of the 12 promotions made subsequent to 1960, their average age at time of promotion was 38.2, with a range of 33 - 43.

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Four of the GS-13 Midcareerists had not been promoted since 1957 or 1958. However, their class contributions were better than average and an "in-depth" analysis of their records show that their average age, at time of promotion to GS-13 was 33.5, almost five years younger than the balance of the GS-13 Midcareerists in this group. At course ending, our conclusion was that these four definitely had promotion potential and were probably true victims of the "hump" problem. Although interlaced was "change of career designation" for three of the four.

25X1A The only GS-12 in the course, it is our opinion, was selected on the basis of his promotability to GS-13 in the near future. This Midcareerist had demonstrated strength in supervisory positions at two [REDACTED] He was, in addition, a credit to this course.

Phase I

25X1A The unanimous conclusion of this class regarding the Grid week was that it was excellent, belongs at the beginning of the course, and must be run [REDACTED] to remain effective. A few suggested making sure that the class understands that "the operation is playing a game using Blake's rules." In addition, it should be made clear that the procedure during the Grid is to "study Blake's theories--not fight them." This class, like its predecessors, gave credit to the Grid for building a class spirit, creating a common bond among all students, and providing a framework and point of reference for the remainder of the course. All of this was cited in addition to the value of the Grid as an effective means of examining and re-examining management techniques.

Phase II

Phase II had its usual impact of being an eye opener to all the students in terms of realizing what other Directorates do. Overall, the critiques lauded this segment, but suggested the same result could be obtained in shorter time. The DDP coverage was most often designated as being in need of tightening.

The one day DDS&T presentation done by the Deputy Director himself and five of his office directors created the best Directorate

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impression. This informative day was followed by a vigorous informal evening session. This format seems to be the best yet done by DDS&T for MEDC, and we plan to repeat it in the next course.

The criticisms of the past concerning the DDS presentation as disjointed and uncoordinated, were absent this time. This was due, we are confident, to the leadoff talk by Mr. Bannerman. His office directors who followed were well received although the talks on Medical Services and Security were not considered on a par with the other elements of DDS.

The DDI coverage lacked an overall coordinated look (until it was supplied in an individual presentation by a class member), but the general impression of the DDI coverage was very good. The efforts of Mr. Godfrey and Mr. Lundahl overcompensated for the less vibrant talks by Messrs. Brammell and [REDACTED]

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The DDP coverage suffered by comparison with the other Directorates. As an example, students cited Mr. Bannerman's introduction to the DDS segment. This presentation gave a candid view of the Directorate, its philosophy of operation, and a prognostication. The consensus of the critiques indicated it was one of the most useful hours in the course. In contrast [REDACTED] introduction to the DDP was a perfunctory description of the DDP which gave no real "feel" for DDP operations nor management philosophy. Individual speakers in the DDP were very well received, but a cut in time for the Directorate was advised. TSD was appreciated, but their session was far too long for the purpose of the course. Messrs. [REDACTED] were the speakers who were probably most appreciated by the class.

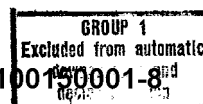
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Phase III

A number of the Midcareerists felt that Phase III was the best part of the Course--most educational and thought-provoking--and that it should be extended a few more days by having more speakers of the same high quality. As one student critiqued, "It was the most interesting conclusion possible to the MEDC. It took us beyond the realm of the Intelligence Community itself to an understanding of how historians, diplomats and students of world affairs assess the same critical problems we, in Intelligence, are wrestling with every day."

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Among the speakers, a "newcomer" former Ambassador John Badeau whose presentation on the Middle East was thought to be the best presentation in the entire course by 50 per cent of the Midcareerists. The remainder of the class rated him as "Outstanding" or "Excellent." This was a first time with respect to not having either [REDACTED] being cited by the students as the best speaker in the course. With this new competition, both of these excellent speakers ended by tying for second place honors.

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The other two continuing speakers, [REDACTED] and [REDACTED] received plaudits for excellent presentations.

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Among the "first timers" was Richard W. Richardson, Associate Assistant Administrator for Latin America, AID, who gave an excellent down-to-earth presentation on the "Alliance for Progress" which was well-received (and understood) by all of the class. He must however, limit his speaking engagements, and we consider ourselves fortunate to have finally snared him after several tries.

Mr. Lloyd A. Free, who spoke on the need for U.S. policy-makers to better utilize a new social science research tool--public opinion surveying--received mixed reactions from the Midcareerists. While a number thought that the subject was fascinating and should remain part of the course, others felt that Mr. Free was making a "hard sell." We shall probably try him again and assess him more stringently as a continuing speaker.

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[REDACTED] ONE, did a creditable job on the Soviet Strategic Threat, but did not have the platform personality of Mr. Howard Stoertz for whom he substituted.

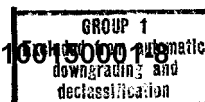
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At the last minute, [REDACTED] was "not available" because of a White House briefing. The MEDC staff persuaded [REDACTED] another member of the SAVA staff, to come as a last minute substitute. We were very wary about having an unknown as the closing speaker for Phase III. However, [REDACTED] was cited as being one of the most outstanding of our speakers even though he gave a rather dark, pessimistic picture of the U.S. position in Vietnam. (Several Midcareerists thought that [REDACTED] did a better job than his boss!)

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Field Trip

The trip was a success. Our first visit to Whiteman AFB near Sedalia, Missouri, to visit the Minute Man installation was an excellent starting point because of the friendly spirit and hospitality of our hosts. They gave us a better briefing than we have received at Cheyenne. At the reception at the Officers Club, there were as many hosts as guests, and our students were duly appreciative. The Commanding Officer, Colonel George R. Brendle, told us his officers had never before briefed such an interested, questioning group as ours.

Houston and Kennedy were our next stops with the Saturn V facilities literally overwhelming the class. A short stop in the afternoon [REDACTED] at the Cape was anti-climactic after the NASA tour, and we shall not repeat this procedure.

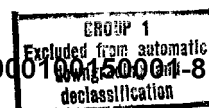
[REDACTED] comprised the staff for this trip. [REDACTED] willingness as baggage handler, transport officer, arranger etc., along with his previously established rapport with our NASA hosts was directly responsible for the smoothness of all the arrangements. [REDACTED] as the primary Grid mentor, was a welcome fellow traveler.

The most memorable (relatable) incident on this trip was the finding of Alan Shepherd's NASA badge in the men's room of the NASA cafeteria by one of our students. In keeping with the fine cooperative spirit which marked MEDC #15 during the entire six weeks, he returned it promptly to the astronaut.

Course Development

The format of Phase II on the Agency has stressed the Directorate concept with speakers being grouped and scheduled together in the four Directorates. Thus as the programs and internal organizations have changed, the MEDC has had to expand Phase II to include additional speakers representing newly established components. As a result the allocation of time to each Directorate has largely been "played by ear", with consideration having been given to the relative importance of organizational changes, the anticipated interests of Midcareerists, and the availability of program speakers, etc.

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In June of 1966, the Brookings contract was cancelled. It made available part of another two week period to accommodate the increased requirements of Phase II. Thus there has been a gradual erosion of Phase III which we believe has been detrimental to the course. This we plan to remedy.

In undertaking the advance planning for MEDC #15, it was ascertained from a representative of the DDS&T that MEDC should allocate more time to that Directorate. This proposal had been developed as result of a number of DDS&T Midcareerists recommending that their segment of the MEDC program be expanded. By careful manipulating, MEDC was able to expand the time allocated for the DDS&T presentation to a full day and evening session. This was an upward adjustment from a half day and an evening session. According to student critiques, this adjustment seems to be appropriate.

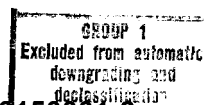
Likewise, another major scheduling problem was resolved in working with a representative of the O/DDS. At the request of the DDS, the presentations of the Support Offices were offered as a unit with the DDS giving a one hour introduction to the Support Office's segment.

These schedule changes involve a total of about five additional hours which have had to displace other planned activities.

Future Planning

The planning for MEDC #16 and following courses is upon us, with still unresolved problems. Since the termination of the Brookings contract, the MEDC has never been able to assign more than one week of scheduled time to Phase III - World Affairs (formerly two weeks with Brookings). Since our Midcareerists find these external speakers highly interesting and provocative, we would like to increase this phase from 5 to 6 days (when a holiday intervenes) and ultimately 7 days. The most reasonable approach to this is to reduce the number of days devoted to the Clandestine Services in Phase II from 4 full days to 3 full days. This can be accomplished by reducing the TSD presentation from one full day to 2 hours and dropping two or three marginal CS topics. We will thus be able to reassign some of the

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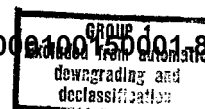
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Phase II activities from Headquarters [REDACTED] Finally, since the overwhelming majority of the Midcareerists object to remaining [REDACTED] over the second weekend, we would attempt to rework that part of the schedule so that the second weekend will be free. Historically, the MEDC has never been able to entice enough Agency speakers [REDACTED] to satisfactorily fill both days.

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OVERALL VERBATIM COMMENTS

1. DDI Midcareerists

"My compliments on an outstanding job of organization and execution. I feel that these past six weeks have been the most rewarding in my career with the Agency. I am certain that I have come away better equipped to fit my tasks into the Agency's mission and to tap the resources available. I would not recommend any major changes in the scope or format of the course, other than making the weekend session [REDACTED] more productive -- or dropping it altogether. One small suggestion -- If you continue

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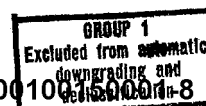
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"The organization of the course (travel, billeting, voucher processing, etc.) was excellent. [REDACTED] is top drawer as a course chief and the two staff instructors for the Grid were likewise A-1. This is said in complete sincerity and must not be considered as anything less. I would highly recommend continuing the Grid as a part of the course. As indicated elsewhere, I further recommend that it be given during the first week [REDACTED] Phase II dragged a bit in spots. I felt there was too much time devoted to certain speakers and/or offices, e.g., TSD. While I understand that heads of offices, divisions, etc., lend a certain amount of prestige to the course, I cannot help but feel there are senior people within the offices and divisions who possess the necessary subject knowledge who could be more effective as a speaker. In other words, do we have to have the chiefs just because they are chiefs even though they are dull, dull, dull? Perhaps the course should borrow some of the bright, young men. Phase III was good for several reasons. First, it was refreshing to hear from the outside world. Also, the majority of the phase III speakers were excellent. Finally, I thought the trip extremely interesting and worthwhile. In summary, I strongly recommend the course as a whole but suggest at least a week could be cut out of phase II. Compact it and spotlight the best speakers."

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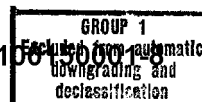
"Offhand I don't know of any way to improve this course other than the few little things I have mentioned. It is a great course. It offers first of all a wonderful change of pace, a chance to meet new people, and a look at the entire organization. My office (OCI) thinks very highly of the course. Nominations to the course are highly competitive, and I feel really honored to have been selected. The four people involved in the overall course (Gus, Charley, Frank and Hugh) are to be commended for splendid organizational accomplishments. They all have done a great job. There was never a hitch. Things as far as we could see ran very smoothly. I have truly enjoyed it and do highly recommend it."

"The comments presented in the critiques of part I thru III apply here. It certainly can be said that the course gives a reasonably thorough insight to Agency operations as well as a better understanding of objectives or goals, Agency and national. The aspects of the course which tend to broaden the perspective of the attendee are most important and have been well done. The rapport established between students has contributed to a better understanding of Agency activities and this rapport should serve each individual well in future dealings within the Agency. In summary, the course has been effectively organized and presented so as to furnish the following: (a) Insight to CIA and national activities and goals. (b) Broadening of perspective with regard to individual, unit and Agency role in the national sphere. (c) A rapport among individuals which goes beyond individual cooperation and should lead to internal Agency office cooperation, understanding and effectiveness. The initiative of the course staff and their conscientious approach to their duties was apparent throughout the course. In my opinion [REDACTED] is to be particularly commended for his consistently fine efforts throughout the entire course. Mr. [REDACTED] many times went beyond the 'call of duty' to contribute to the effectiveness of the course and well-being of the students. Finally, I believe phase II of the course needs a better balance between directorates. DDP time should be reduced and both DDI and DDS&T (particularly DDI) should have additional meaningful subjects for presentation and discussion."

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"The Midcareer Course is, without qualification, the most impressive training effort I have ever experienced. It has given

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me insight into the vastness of our organization, the government structure and the problems facing this country that I did not have before. Further, it has allowed me, through the personal side, to become acquainted with persons within the other parts of the organization which will be of great use in future activities. It was an impressive course and the Office of Training is to be commended for its development and execution. Further, they are to be commended for assigning to the management of the course [REDACTED] who did an outstanding job of managing the difficult course and the different and difficult personalities assigned as students."

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"The course as a whole was excellent. Speakers were all of a professional caliber who were in a position to speak with authority. Personal contact with members of the class was a major attraction of the course. Much was learned about other organizations and components from the daily discussions. The friendships made during the class will be of lasting value in the years to come. [REDACTED] manager of the #15 class, should be commended for his handling of the class, arrangements and overall high degree of enthusiasm and interest."

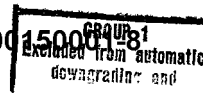
"In general, I think the course is extremely useful. It is the best training I have received since I've been with the Agency. In six weeks I learned more about the Agency than I had in twelve years."

2. DDP Midcareerists

"My only regret is that I didn't take the course two years ago. It erased all sorts of prejudices and misconceptions about other elements of the Agency and the government, and provided invaluable insights into Agency operations. The course will have a permanent effect on my outlook, and has given me many useful contacts throughout the Agency."

"As a whole my reaction to the course was very positive. I was impressed with the smoothness and efficiency with which Mr. [REDACTED] managed the course, and I found the selection of course content to be first rate. The course provided me with a much broader view and feeling for the intelligence, space, and security activities of the U.S. Government than I had previously

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enjoyed. In addition I feel that I have acquired personal contacts within the Agency which will be of real usefulness to me throughout the remainder of my career. In the critiques of the several phases of the course I have suggested several minor changes, but I can think of no major change that I would make in the course. "

"Very worthwhile. Beyond the specific comments made, I would add only that [REDACTED] did an outstanding job of administering the course, ably assisted by [REDACTED]

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"This course had the effect which was intended--i. e. , to bring a midcareerist out of the compartmented world he has lived in, into the real world. I learned more about what the rest of CIA is trying to do in these few weeks than I have in the last few years. Highest compliments to [REDACTED] whose astute, efficient handling of the course was remarkable at every turn. A job well done. "

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"An excellent course, both in concept and implementation. Although many useful things were learned from formal lecturers, student presentations, reading, and conversations with fellow students and lecturers, the greatest value of the course in my book was the opportunity to meet and get to know men in approximately the same career status from various Agency elements. There is no doubt that contacts made during this course will be useful in the future, useful to the Agency in the sense that organizational efficiency will be improved because we not only know individuals in other components, but understand them, their capabilities, their limitations and their problems. A special word of thanks and commendation to [REDACTED] whose efforts are, I believe, directly responsible in no small measure for the course being the success it is. "

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"In my opinion, it is a first-rate course--probably the best that I will ever have in the Agency. While its results on my performance in the future will probably be intangible, I certainly have a better perspective of the Agency from the vantage point of the niche that I occupy. I think that part II could be telescoped somewhat, and as a result the course could be reduced to five weeks, but in general it was time well spent and the friendships made will have enduring benefits. The directors of the course deserve a hearty 'well done!'"

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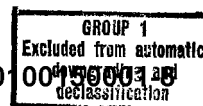
"The course fulfilled its purpose. It is a good course and a meaningful one. It gave me an insight into Agency activities and related them to national security which otherwise I never could have hoped to have. Compliments to the training staff for a tough job well done."

"As a whole the course was pleasant and rewarding and accomplished its directive of exposing us to the other Agency components and their personnel. The course is probably too long. Several days could be dropped from phase I (Grid), and phase II and III could be tightened up. As a general comment I feel that the group was a bit old for maximum benefit to be achieved from the course. The 38 year old junior GS-13 level would be better."

"It was most helpful to me to have a chance to hear and see the things made available through the Midcareer Course. I was particularly satisfied with the management section of the course and wished that we had been given more along this line. Would it be possible to include the Advanced Management Planning Course in the program? I also feel that more can be done to use the course as a management workshop by bringing about a better meld between the management phase and the second phase of the course. If the course were revised so that it is a management workshop in which the students are permitted to participate in the solution of Agency problems, I think it would be more meaningful both for the participants and the Agency. Such a process would also provide the mid-careerist with a foundation for the kind of work he will be doing with increasing frequency during the remainder of his career. In addition to more exercise in management I think more time could be devoted to such things as Plans, Programs and Budgeting problems. Finally I would be very much in favor of using a portion of the time in the course for an introduction to computers."

"The Midcareer Course is the finest course I have taken with the Agency. It enjoys a fine reputation among former attendees, and now I can see why. With very few exceptions, which I have commented on in individual phase critiques, the course has the right content and comes at the correct time in the student's career. The course is appropriately structured with the Managerial Grid first, followed by briefings on various Agency functions and concluding with exposure to U.S. Government affairs. This provides

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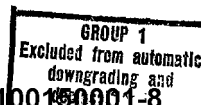
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a continuously broadening outlook for the student as the course progresses. One minor complaint is that certain portions of the course are inadequately filled and gaps occur as a result. I prefer a more concentrated agenda, but this is a personal viewpoint which not every student will share. One other suggestion is that no individual lecture should go over an hour without a break, and that this period be reduced to no more than 45 minutes after lunch. I feel a course such as this runs a very real risk of becoming watered down in time due to the repetitive demands upon guest lecturers and OTR staff personnel who run the course. I am sure there are temptations to reduce the scope of course coverage on the bases of cost, excessive time spent by key Agency officers, etc., and especially in light of what may appear to be an unappreciative or inattentive attitude on the part of the midcareerists. This would be most unfortunate and must be guarded against at all times, for if the Midcareer Course becomes of mediocre quality, it does in fact then become a waste of everyone's time. A minor oversight in the 15th Midcareer Course in my opinion was the inclusion of a single female in the student body. Individual schedules could be arranged so that at least two women could participate in the same course and thus provide each with a better degree of companionship. As a final critique comment, I feel a very large note of thanks is owed to the Chief of the Midcareer Executive Development Course, [REDACTED] 25X1A [REDACTED] performed a most difficult job of tending to the care and feeding of the midcareerists in an exemplary manner. I know of no one who could have performed his function better--or even as well. It is much appreciated."

"The course is too long. Cut down phase II to one week or one and a half weeks. Get more outside speakers. If you can't cut down the time and have fewer Agency types, hold phase II at Headquarters. Extend trip by one day and substitute something like SAC Hq. or NORAD for a Minuteman base. How about an industrial installation? You've done a damn good job in bringing all the talent to speak to the midcareerists and have administered the program very well."

3. DDS Midcareerists

"I feel the course has given me a much broader outlook on the government operations. I feel that I have received a capsule education in national policies that I would never have received from

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other sources. It will take some effort to scale myself down to look at my individual job as being the center of my universe again."

"I feel the course offers a very good exposure and insight to the Agency as well as other government agencies. This permits a greater awareness of the government community as a whole. The field trip is considered an important element in this overall exposure. Although critical on some aspects of the course, I feel collectively it is most beneficial."

"Overall, the course was stimulating, provocative and personally very satisfying. Believe that this course would be most valuable if presented to a group, same grade level, but 32-39 year age bracket. Perhaps with four courses per year, the average age level will automatically be reduced as older eligibles will have taken the course. I, personally, would have benefited more having taken the course five or six years ago. The staff, particularly Mr.

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██████████ should be commended for the overall job, the organization and scheduling, acquisition of good, high level speakers, and managing to keep a potentially headstrong group pointed in the right direction. Certain aspects, particularly some of the night sessions levied requirements on ██████████ that could be considered above and beyond the call of duty but he came through in magnificent fashion and managed to keep the course going right on schedule. His personality contributed measurably to the informal, lively atmosphere that was maintained throughout the course. The one factor that was underplayed throughout the course was the value and use of intelligence at the policy level. If possible, would like to hear from the National Security Council on the use and value of the intelligence product."

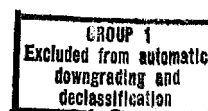
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"Looks like we might be missing a real opportunity to teach some management discipline on enlightened supervisory techniques. Why not a few hours to such items as: supervisory relations, fitness reports, office of unit economy, and efficiency, etc.?"

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██████████ and his staff are to be commended for a continuing, outstanding performance during this course. I can appreciate the problems behind the scenes, and this was one of the smoothest operations I have ever been a part of. I think it takes a special breed

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of cat to schedule, plan and execute something like this, and we were afforded the opportunity to see real professionals in action. This course as a whole will always be considered as one of the high points of my career."

"The schedules and general administration of the course were excellently managed and executed."

4. DDS&T Midcareerists

"The course as a whole was excellent although it dragged a bit in spots and probably could be tightened to five weeks. The movies shown were very good-perhaps a few more would be useful. [REDACTED] did an outstanding job in running the class. There were no problems being the only woman in class but it would have been easier on the trip had there been two."

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"In general, the course was most informative. The internal portion (Agency speakers) provided information which, I am sure, could not have been obtained otherwise. The external portion (extra-Agency speakers), although tempered in some spots, provided many lasting impressions and afforded a broader outlook on life outside the CIA. The highlights of the course were undoubtedly the Grid portion and the personal relationships developed during the course. Participation in the Grid experience was a unique one, in a positive sense, and should be mandatory for the entire management complex. Personal relationships are the intangibles which I found to be most satisfying and provide the potential for fostering better intra-Agency management relationships. I feel the internal lecturers should have placed more emphasis on management techniques as practices in their individual components. This would have given me greater insight into the process itself as well as a broader base upon which to formulate my personal management policies."

"The overall course is superior. No significant changes in material or format should be made without compelling reason. For example, if the budget squeeze must hit this course then simply run it less often. Do not compress it or delete the trip or cut out guest speakers, etc. All of those who participated in the planning, development, administration, and operation of this course are to be commended. [REDACTED] did an especially outstanding job as course mentor."

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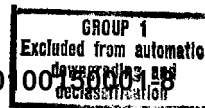
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5. Unidentified Midcareerist

"Like any course, this one had its quality ups and downs. However it was, to me, the most valuable training experience I've had. Recently home from overseas it brought me up-to-date on some things and told me about other things that I had never known anything about before. Getting to know these colleagues so well will also imbue their organizational entities with personality and bring a sense of collegiality which I have not felt before. Well done. Thanks for the opportunity. "

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Midcareer Executive Development Course No. 15 (OTR #3-68)

Course Report

Opening and Closing Speakers

Admiral Taylor opened the course on 24 January in his usual friendly and complimentary style. He also filled in at the final ceremony until the Director arrived. We were then in the enviable position of having both the DCI and the DDCI at the culmination of our course. Admiral Taylor was kind enough to remain and pass out the certificates to the class members.

We had hoped to have John Macy, Chairman of the U. S. Civil Service Commission, as our final speaker but he declined our invitation due to pressure of work. [REDACTED] kindly came to our rescue and provided the final substantive talk.

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Administration

The MEDC No. 15 was conducted from 28 January to 8 March 1968. Although the running of the MEDC during the winter months often presents weather and attendant speaker transportation problems, this time we "lucked out." Our only weather problem was on 1 March when it snowed in the Washington area and delayed the start of our program at Glebe Road for about 30 minutes.

We found that the assumption of tighter transportation controls by the [REDACTED] resulted in requiring more time of the MEDC staff in trying to work out last minute changes in air schedules. While these changes probably resulted in using the least expensive means of transportation, the three speakers who used commercial transportation tied up one MEDC staff member for approximately two hours each time [REDACTED] escorting the visitor back to [REDACTED]. We hope the savings were worth the necessary complicated arrangements.

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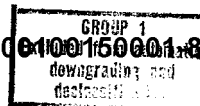
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Schedule Changes

The course ran with no administrative hitches. Bruce Clarke, the Director of Strategic Research, DDI, was scheduled for the first

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[REDACTED] Those students who did fly, traveled on the regularly scheduled flights.

Based upon this experience, the MEDC staff is going to continue this "carpooling" policy as an economy measure. The continuation of this policy would be especially important if the revised MEDC schedule frees the Midcareerists during the second weekend.

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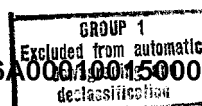
Class Quality

Having been involved now in four MEDC courses, we are consistently amazed at the talent, the vigor, the enthusiasm and the dedication which marks the Midcareer Course students. MEDC No. 15 was no exception. As an entity it looked and acted like its predecessors.

The #15 class profile indicated a group of older more mature Midcareerists than in the preceding courses. Pertinent statistical data revealed that while 16 of the 33 Midcareerists were GS-14's, their dates of grade ranged from 1963 to 1967. This, in our estimation, made them all junior GS-14's. The records also bore out the fact that they all were exceptionally high calibre professional intelligence officers, lawyers and scientists, whose career services had recognized their capabilities by granting early promotions. Their average age at time of promotion to GS-14 was 39.7, with a range from 34 to 44 years. It seems that these 16 Midcareerists were able to overcome the "hump" problem.

The analysis of the 16 GS-13's shows that of the 12 promotions made subsequent to 1960, their average age at time of promotion was 38.2, with a range of 33 - 43.

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Four of the GS-13 Midcareerists had not been promoted since 1957 or 1958. However, their class contributions were better than average and an "in-depth" analysis of their records show that their average age, at time of promotion to GS-13 was 33.5, almost five years younger than the balance of the GS-13 Midcareerists in this group. At course ending, our conclusion was that these four definitely had promotion potential and were probably true victims of the "hump" problem. Although interlaced was "change of career designation" for three of the four.

The only GS-12 in the course, it is our opinion, was selected on the basis of his promotability to GS-13 in the near future. This Midcareerist had demonstrated strength in supervisory positions at [REDACTED] He was, in addition, a credit to this course.

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Phase I

The unanimous conclusion of this class regarding the Grid week was that it was excellent, belongs at the beginning of the course, and must be run [REDACTED] to remain effective. A few suggested making sure that the class understands that "the operation is playing a game using Blake's rules." In addition, it should be made clear that the procedure during the Grid is to "study Blake's theories--not fight them." This class, like its predecessors, gave credit to the Grid for building a class spirit, creating a common bond among all students, and providing a framework and point of reference for the remainder of the course. All of this was cited in addition to the value of the Grid as an effective means of examining and re-examining management techniques.

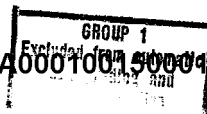
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Phase II

Phase II had its usual impact of being an eye opener to all the students in terms of realizing what other Directorates do. Overall, the critiques lauded this segment, but suggested the same result could be obtained in shorter time. The DDP coverage was most often designated as being in need of tightening.

The one day DDS&T presentation done by the Deputy Director himself and five of his office directors created the best Directorate

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impression. This informative day was followed by a vigorous informal evening session. This format seems to be the best yet done by DDS&T for MEDC, and we plan to repeat it in the next course.

The criticisms of the past concerning the DDS presentation as disjointed and uncoordinated, were absent this time. This was due, we are confident, to the leadoff talk by Mr. Bannerman. His office directors who followed were well received although the talks on Medical Services and Security were not considered on a par with the other elements of DDS.

The DDI coverage lacked an overall coordinated look (until it was supplied in an individual presentation by a class member), but the general impression of the DDI coverage was very good. The efforts of Mr. Godfrey and Mr. Lundahl overcompensated for the less vibrant talks by Messrs. Brammell [REDACTED]

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The DDP coverage suffered by comparison with the other Directorates. As an example, students cited Mr. Bannerman's introduction to the DDS segment. This presentation gave a candid view of the Directorate, its philosophy of operation, and a prognostication. The consensus of the critiques indicated it was one of the most useful hours in the course. In contrast [REDACTED] introduction to the DDP was a perfunctory description of the DDP which gave no real "feel" for DDP operations nor management philosophy. Individual speakers in the DDP were very well received, but a cut in time for the Directorate was advised. TSD was appreciated, but their session was far too long for the purpose of the course. Messrs. [REDACTED] were the speakers who were probably most appreciated by the class.

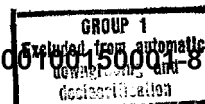
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Phase III

A number of the Midcareerists felt that Phase III was the best part of the Course--most educational and thought-provoking--and that it should be extended a few more days by having more speakers of the same high quality. As one student critiqued, "It was the most interesting conclusion possible to the MEDC. It took us beyond the realm of the Intelligence Community itself to an understanding of how historians, diplomats and students of world affairs assess the same critical problems we, in Intelligence, are wrestling with every day."

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Among the speakers, a "newcomer" former Ambassador John Badeau whose presentation on the Middle East was thought to be the best presentation in the entire course by 50 per cent of the Midcareerists. The remainder of the class rated him as "Outstanding" or "Excellent." This was a first time with respect to not having either [REDACTED] being cited by the students as the best speaker in the course. With this new competition, both of these excellent speakers ended by tying for second place honors.

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The other two continuing speakers, [REDACTED] and [REDACTED] received plaudits for excellent presentations.

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Among the "first timers" was Richard W. Richardson, Associate Assistant Administrator for Latin America, AID, who gave an excellent down-to-earth presentation on the "Alliance for Progress" which was well-received (and understood) by all of the class. He must however, limit his speaking engagements, and we consider ourselves fortunate to have finally snared him after several tries.

Mr. Lloyd A. Free, who spoke on the need for U.S. policy-makers to better utilize a new social science research tool--public opinion surveying--received mixed reactions from the Midcareerists. While a number thought that the subject was fascinating and should remain part of the course, others felt that Mr. Free was making a "hard sell." We shall probably try him again and assess him more stringently as a continuing speaker.

[REDACTED] ONE, did a creditable job on the Soviet Strategic Threat, but did not have the platform personality of Mr. Howard Stoertz for whom he substituted.

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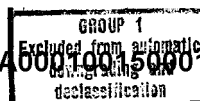
At the last minute, [REDACTED] was "not available" because of a White House briefing. The MEDC staff persuaded Mr. Thomas [REDACTED], another member of the SAVA staff, to come as a last minute substitute. We were very wary about having an unknown as the closing speaker for Phase III. However, [REDACTED] was cited as being one of the most outstanding of our speakers even though he gave a rather dark, pessimistic picture of the U.S. position in Vietnam. (Several Midcareerists thought that [REDACTED] did a better job than his boss!)

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SECRETField Trip

The trip was a success. Our first visit to Whiteman AFB near Sedalia, Missouri, to visit the Minute Man installation was an excellent starting point because of the friendly spirit and hospitality of our hosts. They gave us a better briefing than we have received at Cheyenne. At the reception at the Officers Club, there were as many hosts as guests, and our students were duly appreciative. The Commanding Officer, Colonel George R. Brendle, told us his officers had never before briefed such an interested, questioning group as ours.

25X1A Houston and Kennedy were our next stops with the Saturn V facilities literally overwhelming the class. A short stop in the afternoon [REDACTED] at the Cape was anti-climactic after the NASA tour, and we shall not repeat this procedure.

25X1A [REDACTED] comprised
25X1A the staff for this trip. [REDACTED] willingness as baggage handler, trans-
25X1A port officer, arranger etc., along with his previously established rapport with our NASA hosts was directly responsible for the smoothness of all the arrangements. [REDACTED] as the primary Grid mentor, was a welcome fellow traveler.

The most memorable (relatable) incident on this trip was the finding of Alan Shepherd's NASA badge in the men's room of the NASA cafeteria by one of our students. In keeping with the fine co-operative spirit which marked MEDC #15 during the entire six weeks, he returned it promptly to the astronaut.

Course Development

The format of Phase II on the Agency has stressed the Directorate concept with speakers being grouped and scheduled together in the four Directorates. Thus as the programs and internal organizations have changed, the MEDC has had to expand Phase II to include additional speakers representing newly established components. As a result the allocation of time to each Directorate has largely been "played by ear", with consideration having been given to the relative importance of organizational changes, the anticipated interests of Midcareerists, and the availability of program speakers, etc.

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In June of 1966, the Brookings contract was cancelled. It made available part of another two week period to accommodate the increased requirements of Phase II. Thus there has been a gradual erosion of Phase III which we believe has been detrimental to the course. This we plan to remedy.

In undertaking the advance planning for MEDC #15, it was ascertained from a representative of the DDS&T that MEDC should allocate more time to that Directorate. This proposal had been developed as result of a number of DDS&T Midcareerists recommending that their segment of the MEDC program be expanded. By careful manipulating, MEDC was able to expand the time allocated for the DDS&T presentation to a full day and evening session. This was an upward adjustment from a half day and an evening session. According to student critiques, this adjustment seems to be appropriate.

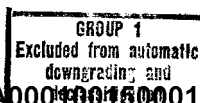
Likewise, another major scheduling problem was resolved in working with a representative of the O/DDS. At the request of the DDS, the presentations of the Support Offices were offered as a unit with the DDS giving a one hour introduction to the Support Office's segment.

These schedule changes involve a total of about five additional hours which have had to displace other planned activities.

Future Planning

The planning for MEDC #16 and following courses is upon us, with still unresolved problems. Since the termination of the Brookings contract, the MEDC has never been able to assign more than one week of scheduled time to Phase III - World Affairs (formerly two weeks with Brookings). Since our Midcareerists find these external speakers highly interesting and provocative, we would like to increase this phase from 5 to 6 days (when a holiday intervenes) and ultimately 7 days. The most reasonable approach to this is to reduce the number of days devoted to the Clandestine Services in Phase II from 4 full days to 3 full days. This can be accomplished by reducing the TSD presentation from one full day to 2 hours and dropping two or three marginal CS topics. We will thus be able to reassign some of the

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Phase II activities from Headquarters [REDACTED] Finally, since the overwhelming majority of the Midcareerists object to remaining [REDACTED] over the second weekend, we would attempt to rework that part of the schedule so that the second weekend will be free. Historically, the MEDC has never been able to entice enough Agency speakers to [REDACTED] satisfactorily fill both days.

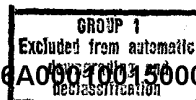
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OVERALL VERBATIM COMMENTS

1. DDI Midcareerists

"My compliments on an outstanding job of organization and execution. I feel that these past six weeks have been the most rewarding in my career with the Agency. I am certain that I have come away better equipped to fit my tasks into the Agency's mission and to tap the resources available. I would not recommend any major changes in the scope or format of the course, other than making the weekend session [REDACTED] more productive -- or dropping it altogether. One small suggestion -- If you continue

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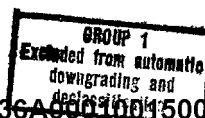
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"The organization of the course (travel, billeting, voucher processing, etc.) was excellent. [REDACTED] is top drawer as a course chief and the two staff instructors for the Grid were likewise A-1. This is said in complete sincerity and must not be considered as anything less. I would highly recommend continuing the Grid as a part of the course. As indicated elsewhere, I further recommend that it be given during the first week [REDACTED] Phase II dragged a bit in spots. I felt there was too much time devoted to certain speakers and/or offices, e.g., TSD. While I understand that heads of offices, divisions, etc., lend a certain amount of prestige to the course, I cannot help but feel there are senior people within the offices and divisions who possess the necessary subject knowledge who could be more effective as a speaker. In other words, do we have to have the chiefs just because they are chiefs even though they are dull, dull, dull? Perhaps the course should borrow some of the bright, young men. Phase III was good for several reasons. First, it was refreshing to hear from the outside world. Also, the majority of the phase III speakers were excellent. Finally, I thought the trip extremely interesting and worthwhile. In summary, I strongly recommend the course as a whole but suggest at least a week could be cut out of phase II. Compact it and spotlight the best speakers."

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"Offhand I don't know of any way to improve this course other than the few little things I have mentioned. It is a great course. It offers first of all a wonderful change of pace, a chance to meet new people, and a look at the entire organization. My office (OCI) thinks very highly of the course. Nominations to the course are highly competitive, and I feel really honored to have been selected. The four people involved in the overall course (Gus, Charley, Frank and Hugh) are to be commended for splendid organizational accomplishments. They all have done a great job. There was never a hitch. Things as far as we could see ran very smoothly. I have truly enjoyed it and do highly recommend it."

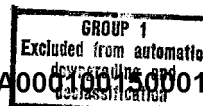
"The comments presented in the critiques of part I thru III apply here. It certainly can be said that the course gives a reasonably thorough insight to Agency operations as well as a better understanding of objectives or goals, Agency and national. The aspects of the course which tend to broaden the perspective of the attendee are most important and have been well done. The rapport established between students has contributed to a better understanding of Agency activities and this rapport should serve each individual well in future dealings within the Agency. In summary, the course has been effectively organized and presented so as to furnish the following: (a) Insight to CIA and national activities and goals. (b) Broadening of perspective with regard to individual, unit and Agency role in the national sphere. (c) A rapport among individuals which goes beyond individual cooperation and should lead to internal Agency office cooperation, understanding and effectiveness. The initiative of the course staff and their conscientious approach to their duties was apparent throughout the course. In my opinion [REDACTED] is to be particularly commended for his consistently fine efforts throughout the entire course. Mr. [REDACTED] many times went beyond the 'call of duty' to contribute to the effectiveness of the course and well-being of the students. Finally, I believe phase II of the course needs a better balance between directorates. DDP time should be reduced and both DDI and DDS&T (particularly DDI) should have additional meaningful subjects for presentation and discussion."

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"The Midcareer Course is, without qualification, the most impressive training effort I have ever experienced. It has given

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me insight into the vastness of our organization, the government structure and the problems facing this country that I did not have before. Further, it has allowed me, through the personal side, to become acquainted with persons within the other parts of the organization which will be of great use in future activities. It was an impressive course and the Office of Training is to be commended for its development and execution. Further, they are to be commended for assigning to the management of the course Mr. Hugh [REDACTED] who did an outstanding job of managing the difficult course and the different and difficult personalities assigned as students."

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"The course as a whole was excellent. Speakers were all of a professional caliber who were in a position to speak with authority. Personal contact with members of the class was a major attraction of the course. Much was learned about other organizations and components from the daily discussions. The friendships made during the class will be of lasting value in the years to come. [REDACTED], manager of the #15 class, should be commended for his handling of the class, arrangements and overall high degree of enthusiasm and interest."

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"In general, I think the course is extremely useful. It is the best training I have received since I've been with the Agency. In six weeks I learned more about the Agency than I had in twelve years."

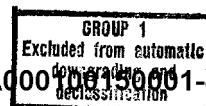
2. DDP Midcareerists

"My only regret is that I didn't take the course two years ago. It erased all sorts of prejudices and misconceptions about other elements of the Agency and the government, and provided invaluable insights into Agency operations. The course will have a permanent effect on my outlook, and has given me many useful contacts throughout the Agency."

"As a whole my reaction to the course was very positive. I was impressed with the smoothness and efficiency with which Mr. [REDACTED] managed the course, and I found the selection of course content to be first rate. The course provided me with a much broader view and feeling for the intelligence, space, and security activities of the U.S. Government than I had previously

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enjoyed. In addition I feel that I have acquired personal contacts within the Agency which will be of real usefulness to me throughout the remainder of my career. In the critiques of the several phases of the course I have suggested several minor changes, but I can think of no major change that I would make in the course."

"Very worthwhile. Beyond the specific comments made, I would add only that [REDACTED] did an outstanding job of administering the course, ably assisted by [REDACTED]"

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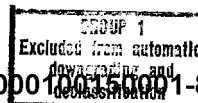
"This course had the effect which was intended--i. e., to bring a midcareerist out of the compartmented world he has lived in, into the real world. I learned more about what the rest of CIA is trying to do in these few weeks than I have in the last few years. Highest compliments to [REDACTED] whose astute, efficient handling of the course was remarkable at every turn. A job well done."

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"An excellent course, both in concept and implementation. Although many useful things were learned from formal lecturers, student presentations, reading, and conversations with fellow students and lecturers, the greatest value of the course in my book was the opportunity to meet and get to know men in approximately the same career status from various Agency elements. There is no doubt that contacts made during this course will be useful in the future, useful to the Agency in the sense that organizational efficiency will be improved because we not only know individuals in other components, but understand them, their capabilities, their limitations and their problems. A special word of thanks and commendation to [REDACTED] whose efforts are, I believe, directly responsible in no small measure for the course being the success it is."

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"In my opinion, it is a first-rate course--probably the best that I will ever have in the Agency. While its results on my performance in the future will probably be intangible, I certainly have a better perspective of the Agency from the vantage point of the niche that I occupy. I think that part II could be telescoped somewhat, and as a result the course could be reduced to five weeks, but in general it was time well spent and the friendships made will have enduring benefits. The directors of the course deserve a hearty 'well done!'"



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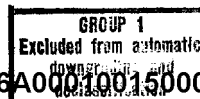
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"The course fulfilled its purpose. It is a good course and a meaningful one. It gave me an insight into Agency activities and related them to national security which otherwise I never could have hoped to have. Compliments to the training staff for a tough job well done."

"As a whole the course was pleasant and rewarding and accomplished its directive of exposing us to the other Agency components and their personnel. The course is probably too long. Several days could be dropped from phase I (Grid), and phase II and III could be tightened up. As a general comment I feel that the group was a bit old for maximum benefit to be achieved from the course. The 38 year old junior GS-13 level would be better."

"It was most helpful to me to have a chance to hear and see the things made available through the Midcareer Course. I was particularly satisfied with the management section of the course and wished that we had been given more along this line. Would it be possible to include the Advanced Management Planning Course in the program? I also feel that more can be done to use the course as a management workshop by bringing about a better meld between the management phase and the second phase of the course. If the course were revised so that it is a management workshop in which the students are permitted to participate in the solution of Agency problems, I think it would be more meaningful both for the participants and the Agency. Such a process would also provide the mid-careerist with a foundation for the kind of work he will be doing with increasing frequency during the remainder of his career. In addition to more exercise in management I think more time could be devoted to such things as Plans, Programs and Budgeting problems. Finally I would be very much in favor of using a portion of the time in the course for an introduction to computers."

"The Midcareer Course is the finest course I have taken with the Agency. It enjoys a fine reputation among former attendees, and now I can see why. With very few exceptions, which I have commented on in individual phase critiques, the course has the right content and comes at the correct time in the student's career. The course is appropriately structured with the Managerial Grid first, followed by briefings on various Agency functions and concluding with exposure to U.S. Government affairs. This provides

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a continuously broadening outlook for the student as the course progresses. One minor complaint is that certain portions of the course are inadequately filled and gaps occur as a result. I prefer a more concentrated agenda, but this is a personal viewpoint which not every student will share. One other suggestion is that no individual lecture should go over an hour without a break, and that this period be reduced to no more than 45 minutes after lunch. I feel a course such as this runs a very real risk of becoming watered down in time due to the repetitive demands upon guest lecturers and OTR staff personnel who run the course. I am sure there are temptations to reduce the scope of course coverage on the bases of cost, excessive time spent by key Agency officers, etc., and especially in light of what may appear to be an unappreciative or inattentive attitude on the part of the midcareerists. This would be most unfortunate and must be guarded against at all times, for if the Midcareer Course becomes of mediocre quality, it does in fact then become a waste of everyone's time. A minor oversight in the 15th Midcareer Course in my opinion was the inclusion of a single female in the student body. Individual schedules could be arranged so that at least two women could participate in the same course and thus provide each with a better degree of companionship. As a final critique comment, I feel a very large note of thanks is owed to the Chief of the Midcareer Executive Development Course, [REDACTED]. Mr. [REDACTED] performed a most difficult job of tending to the care and feeding of the midcareerists in an exemplary manner. I know of no one who could have performed his function better--or even as well. It is much appreciated."

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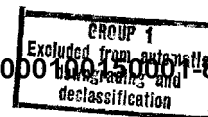
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"The course is too long. Cut down phase II to one week or one and a half weeks. Get more outside speakers. If you can't cut down the time and have fewer Agency types, hold phase II at Headquarters. Extend trip by one day and substitute something like SAC Hq. or NORAD for a Minuteman base. How about an industrial installation? You've done a damn good job in bringing all the talent to speak to the midcareerists and have administered the program very well."

3. DDS Midcareerists

"I feel the course has given me a much broader outlook on the government operations. I feel that I have received a capsule education in national policies that I would never have received from

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other sources. It will take some effort to scale myself down to look at my individual job as being the center of my universe again."

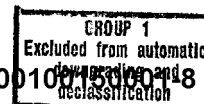
"I feel the course offers a very good exposure and insight to the Agency as well as other government agencies. This permits a greater awareness of the government community as a whole. The field trip is considered an important element in this overall exposure. Although critical on some aspects of the course, I feel collectively it is most beneficial."

"Overall, the course was stimulating, provocative and personally very satisfying. Believe that this course would be most valuable if presented to a group, same grade level, but 32-39 year age bracket. Perhaps with four courses per year, the average age level will automatically be reduced as older eligibles will have taken the course. I, personally, would have benefited more having taken the course five or six years ago. The staff, particularly Mr. [REDACTED] should be commended for the overall job, the organization and scheduling, acquisition of good, high level speakers, and managing to keep a potentially headstrong group pointed in the right direction. Certain aspects, particularly some of the night sessions levied requirements on [REDACTED] that could be considered above and beyond the call of duty but he came through in magnificent fashion and managed to keep the course going right on schedule. His personality contributed measurably to the informal, lively atmosphere that was maintained throughout the course. The one factor that was underplayed throughout the course was the value and use of intelligence at the policy level. If possible, would like to hear from the National Security Council on the use and value of the intelligence product."

"Looks like we might be missing a real opportunity to teach some management discipline on enlightened supervisory techniques. Why not a few hours to such items as: supervisory relations, fitness reports, office of unit economy, and efficiency, etc.?"

[REDACTED] and his staff are to be commended for a continuing, outstanding performance during this course. I can appreciate the problems behind the scenes, and this was one of the smoothest operations I have ever been a part of. I think it takes a special breed

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of cat to schedule, plan and execute something like this, and we were afforded the opportunity to see real professionals in action. This course as a whole will always be considered as one of the high points of my career. "

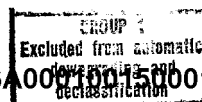
"The schedules and general administration of the course were excellently managed and executed. "

4. DDS&T Midcareerists

25X1A "The course as a whole was excellent although it dragged a bit in spots and probably could be tightened to five weeks. The movies shown were very good-perhaps a few more would be useful. Hugh [REDACTED] did an outstanding job in running the class. There were no problems being the only woman in class but it would have been easier on the trip had there been two. "

"In general, the course was most informative. The internal portion (Agency speakers) provided information which, I am sure, could not have been obtained otherwise. The external portion (extra-Agency speakers), although tempered in some spots, provided many lasting impressions and afforded a broader outlook on life outside the CIA. The highlights of the course were undoubtedly the Grid portion and the personal relationships developed during the course. Participation in the Grid experience was a unique one, in a positive sense, and should be mandatory for the entire management complex. Personal relationships are the intangibles which I found to be most satisfying and provide the potential for fostering better intra-Agency management relationships. I feel the internal lecturers should have placed more emphasis on management techniques as practices in their individual components. This would have given me greater insight into the process itself as well as a broader base upon which to formulate my personal management policies. "

25X1A "The overall course is superior. No significant changes in material or format should be made without compelling reason. For example, if the budget squeeze must hit this course then simply run it less often. Do not compress it or delete the trip or cut out guest speakers, etc. All of those who participated in the planning, development, administration, and operation of this course are to be commended. [REDACTED] did an especially outstanding job as course mentor. "

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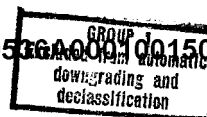
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5. Unidentified Midcareerist

"Like any course, this one had its quality ups and downs. However it was, to me, the most valuable training experience I've had. Recently home from overseas it brought me up-to-date on some things and told me about other things that I had never known anything about before. Getting to know these colleagues so well will also imbue their organizational entities with personality and bring a sense of collegiality which I have not felt before. Well done. Thanks for the opportunity."

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Midcareer Executive Development Course No. 15 (OTR #3-68)

Course Report

Opening and Closing Speakers

Admiral Taylor opened the course on 24 January in his usual friendly and complimentary style. He also filled in at the final ceremony until the Director arrived. We were then in the enviable position of having both the DCI and the DDCI at the culmination of our course. Admiral Taylor was kind enough to remain and pass out the certificates to the class members.

We had hoped to have John Macy, Chairman of the U.S. Civil Service Commission, as our final speaker but he declined our invitation due to pressure of work. [REDACTED] kindly came to our rescue and provided the final substantive talk.

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Administration

The MEDC No. 15 was conducted from 28 January to 8 March 1968. Although the running of the MEDC during the winter months often presents weather and attendant speaker transportation problems, this time we "lucked out." Our only weather problem was on 1 March when it snowed in the Washington area and delayed the start of our program at Glebe Road for about 30 minutes.

25X1A We found that the assumption of tighter transportation controls [REDACTED] resulted in requiring more time of the MEDC staff in trying to work out last minute changes in air schedules. While these changes probably resulted in using the least expensive means of transportation, the three speakers who used commercial transportation tied up one MEDC staff member for approximately two hours each time [REDACTED] escorting the visitor back to [REDACTED]. We hope the savings were worth the necessary complicated arrangements.

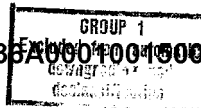
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Schedule Changes

The course ran with no administrative hitches. Bruce Clarke, the Director of Strategic Research, DDI, was scheduled for the first

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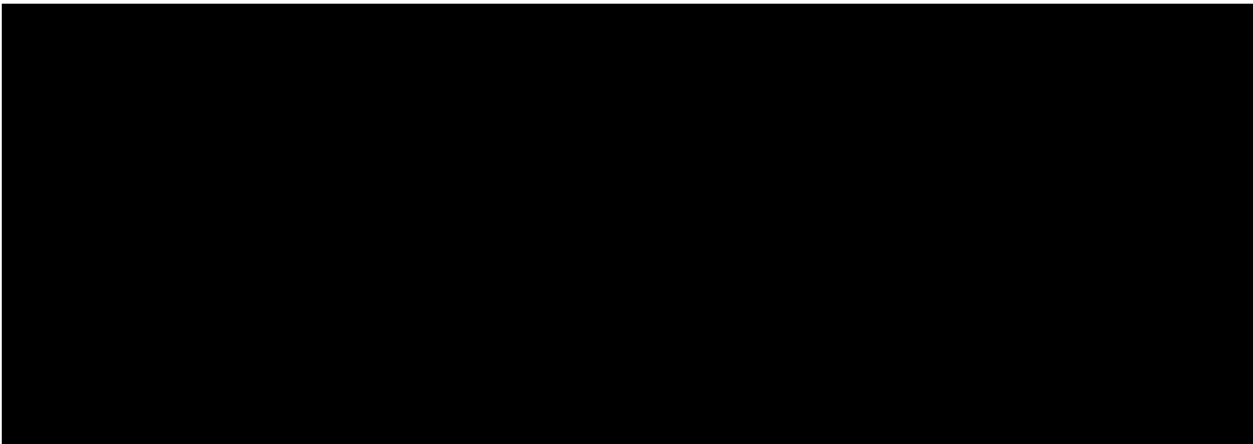
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[REDACTED] Those students who did fly, traveled on the regularly scheduled flights.

Based upon this experience, the MEDC staff is going to continue this "carpooling" policy as an economy measure. The continuation of this policy would be especially important if the revised MEDC schedule frees the Midcareerists during the second weekend.

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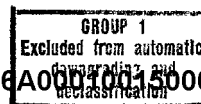
Class Quality

Having been involved now in four MEDC courses, we are consistently amazed at the talent, the vigor, the enthusiasm and the dedication which marks the Midcareer Course students. MEDC No. 15 was no exception. As an entity it looked and acted like its predecessors.

The #15 class profile indicated a group of older more mature Midcareerists than in the preceding courses. Pertinent statistical data revealed that while 16 of the 33 Midcareerists were GS-14's, their dates of grade ranged from 1963 to 1967. This, in our estimation, made them all junior GS-14's. The records also bore out the fact that they all were exceptionally high calibre professional intelligence officers, lawyers and scientists, whose career services had recognized their capabilities by granting early promotions. Their average age at time of promotion to GS-14 was 39.7, with a range from 34 to 44 years. It seems that these 16 Midcareerists were able to overcome the "hump" problem.

The analysis of the 16 GS-13's shows that of the 12 promotions made subsequent to 1960, their average age at time of promotion was 38.2, with a range of 33 - 43.

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Four of the GS-13 Midcareerists had not been promoted since 1957 or 1958. However, their class contributions were better than average and an "in-depth" analysis of their records show that their average age, at time of promotion to GS-13 was 33.5, almost five years younger than the balance of the GS-13 Midcareerists in this group. At course ending, our conclusion was that these four definitely had promotion potential and were probably true victims of the "hump" problem. Although interlaced was "change of career designation" for three of the four.

The only GS-12 in the course, in our opinion, was selected on the basis of his promotability to GS-13 in the near future. This Midcareerist had demonstrated strength in supervisory positions at [REDACTED] He was, in addition, a credit to this course.

Phase I

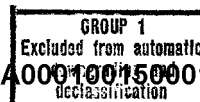
The unanimous conclusion of this class regarding the Grid week was that it was excellent, belongs at the beginning of the course, and must be run [REDACTED] to remain effective. A few suggested making sure that the class understands that "the operation is playing a game using Blake's rules." In addition, it should be made clear that the procedure during the Grid is to "study Blake's theories--not fight them." This class, like its predecessors, gave credit to the Grid for building a class spirit, creating a common bond among all students, and providing a framework and point of reference for the remainder of the course. All of this was cited in addition to the value of the Grid as an effective means of examining and re-examining management techniques.

Phase II

Phase II had its usual impact of being an eye opener to all the students in terms of realizing what other Directorates do. Overall, the critiques lauded this segment, but suggested the same result could be obtained in shorter time. The DDP coverage was most often designated as being in need of tightening.

The one day DDS&T presentation done by the Deputy Director himself and five of his office directors created the best Directorate

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impression. This informative day was followed by a vigorous informal evening session. This format seems to be the best yet done by DDS&T for MEDC, and we plan to repeat it in the next course.

The criticisms of the past concerning the DDS presentation as disjointed and uncoordinated, were absent this time. This was due, we are confident, to the leadoff talk by Mr. Bannerman. His office directors who followed were well received although the talks on Medical Services and Security were not considered on a par with the other elements of DDS.

The DDI coverage lacked an overall coordinated look (until it was supplied in an individual presentation by a class member), but the general impression of the DDI coverage was very good. The efforts of Mr. Godfrey and Mr. Lundahl overcompensated for the less vibrant talks by Messrs. Brammell [REDACTED]

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The DDP coverage suffered by comparison with the other Directorates. As an example, students cited Mr. Bannerman's introduction to the DDS segment. This presentation gave a candid view of the Directorate, its philosophy of operation, and a prognostication. The consensus of the critiques indicated it was one of the most useful hours in the course. In contrast [REDACTED] introduction to the DDP was a perfunctory description of the DDP which gave no real "feel" for DDP operations nor management philosophy. Individual speakers in the DDP were very well received, but a cut in time for the Directorate was advised. TSD was appreciated, but their session was far too long for the purpose of the course. Messrs. [REDACTED] were the speakers who were probably most appreciated by the class.

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Phase III

A number of the Midcareerists felt that Phase III was the best part of the Course--most educational and thought-provoking--and that it should be extended a few more days by having more speakers of the same high quality. As one student critiqued, "It was the most interesting conclusion possible to the MEDC. It took us beyond the realm of the Intelligence Community itself to an understanding of how historians, diplomats and students of world affairs assess the same critical problems we, in Intelligence, are wrestling with every day."

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Among the speakers, a "newcomer" former Ambassador John Badeau whose presentation on the Middle East was thought to be the best presentation in the entire course by 50 per cent of the Midcareerists. The remainder of the class rated him as "Outstanding" or "Excellent." This was a first time with respect to not having either [REDACTED] being cited by the students as the best speaker in the course. With this new competition, both of these excellent speakers ended by tying for second place honors.

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The other two continuing speakers, Dr. [REDACTED] and Dr. [REDACTED] received plaudits for excellent presentations.

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Among the "first timers" was Richard W. Richardson, Associate Assistant Administrator for Latin America, AID, who gave an excellent down-to-earth presentation on the "Alliance for Progress" which was well-received (and understood) by all of the class. He must however, limit his speaking engagements, and we consider ourselves fortunate to have finally snared him after several tries.

Mr. Lloyd A. Free, who spoke on the need for U.S. policy-makers to better utilize a new social science research tool--public opinion surveying--received mixed reactions from the Midcareerists. While a number thought that the subject was fascinating and should remain part of the course, others felt that Mr. Free was making a "hard sell." We shall probably try him again and assess him more stringently as a continuing speaker.

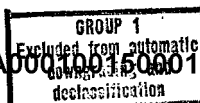
[REDACTED], ONE, did a creditable job on the Soviet Strategic Threat, but did not have the platform personality of Mr. Howard Stoertz for whom he substituted.

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At the last minute, [REDACTED] was "not available" because of a White House briefing. The MEDC staff persuaded Mr. Thomas [REDACTED] another member of the SAVA staff, to come as a last minute substitute. We were very wary about having an unknown as the closing speaker for Phase III. However, [REDACTED] was cited as being one of the most outstanding of our speakers even though he gave a rather dark, pessimistic picture of the U.S. position in Vietnam. (Several Midcareerists thought that [REDACTED] did a better job than his boss!)

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Field Trip

The trip was a success. Our first visit to Whiteman AFB near Sedalia, Missouri, to visit the Minute Man installation was an excellent starting point because of the friendly spirit and hospitality of our hosts. They gave us a better briefing than we have received at Cheyenne. At the reception at the Officers Club, there were as many hosts as guests, and our students were duly appreciative. The Commanding Officer, Colonel George R. Brendle, told us his officers had never before briefed such an interested, questioning group as ours.

Houston and Kennedy were our next stops with the Saturn V facilities literally overwhelming the class. A short stop in the afternoon [REDACTED] at the Cape was anti-climactic after the NASA tour, and we shall not repeat this procedure.

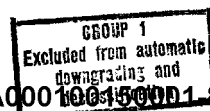
[REDACTED] comprised the staff for this trip. [REDACTED] willingness as baggage handler, transport officer, arranger etc., along with his previously established rapport with our NASA hosts was directly responsible for the smoothness of all the arrangements. [REDACTED] as the primary Grid mentor, was a welcome fellow traveler.

The most memorable (relatable) incident on this trip was the finding of Alan Shepherd's NASA badge in the men's room of the NASA cafeteria by one of our students. In keeping with the fine cooperative spirit which marked MEDC #15 during the entire six weeks, he returned it promptly to the astronaut.

Course Development

The format of Phase II on the Agency has stressed the Directorate concept with speakers being grouped and scheduled together in the four Directorates. Thus as the programs and internal organizations have changed, the MEDC has had to expand Phase II to include additional speakers representing newly established components. As a result the allocation of time to each Directorate has largely been "played by ear", with consideration having been given to the relative importance of organizational changes, the anticipated interests of Midcareerists, and the availability of program speakers, etc.

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In June of 1966, the Brookings contract was cancelled. It made available part of another two week period to accommodate the increased requirements of Phase II. Thus there has been a gradual erosion of Phase III which we believe has been detrimental to the course. This we plan to remedy.

In undertaking the advance planning for MEDC #15, it was ascertained from a representative of the DDS&T that MEDC should allocate more time to that Directorate. This proposal had been developed as result of a number of DDS&T Midcareerists recommending that their segment of the MEDC program be expanded. By careful manipulating, MEDC was able to expand the time allocated for the DDS&T presentation to a full day and evening session. This was an upward adjustment from a half day and an evening session. According to student critiques, this adjustment seems to be appropriate.

Likewise, another major scheduling problem was resolved in working with a representative of the O/DDS. At the request of the DDS, the presentations of the Support Offices were offered as a unit with the DDS giving a one hour introduction to the Support Office's segment.

These schedule changes involve a total of about five additional hours which have had to displace other planned activities.

Future Planning

The planning for MEDC #16 and following courses is upon us, with still unresolved problems. Since the termination of the Brookings contract, the MEDC has never been able to assign more than one week of scheduled time to Phase III - World Affairs (formerly two weeks with Brookings). Since our Midcareerists find these external speakers highly interesting and provocative, we would like to increase this phase from 5 to 6 days (when a holiday intervenes) and ultimately 7 days. The most reasonable approach to this is to reduce the number of days devoted to the Clandestine Services in Phase II from 4 full days to 3 full days. This can be accomplished by reducing the TSD presentation from one full day to 2 hours and dropping two or three marginal CS topics. We will thus be able to reassign some of the

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Phase II activities from Headquarters [REDACTED] Finally, since the overwhelming majority of the Midcareerists object to remaining [REDACTED] over the second weekend, we would attempt to rework that part of the schedule so that the second weekend will be free. Historically, the MEDC has never been able to entice enough Agency speakers [REDACTED] to satisfactorily fill both days.

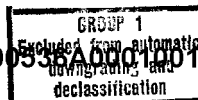
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OVERALL VERBATIM COMMENTS

1. DDI Midcareerists

"My compliments on an outstanding job of organization and execution. I feel that these past six weeks have been the most rewarding in my career with the Agency. I am certain that I have come away better equipped to fit my tasks into the Agency's mission and to tap the resources available. I would not recommend any major changes in the scope or format of the course, other than making the weekend session [REDACTED] more productive -- or dropping it altogether. One small suggestion -- If you continue

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"The organization of the course (travel, billeting, voucher processing, etc.) was excellent. [REDACTED] is top drawer as a course chief and the two staff instructors for the Grid were likewise A-1. This is said in complete sincerity and must not be considered as anything less. I would highly recommend continuing the Grid as a part of the course. As indicated elsewhere, I further recommend that it be given during the first week [REDACTED] Phase II dragged a bit in spots. I felt there was too much time devoted to certain speakers and/or offices, e.g., TSD. While I understand that heads of offices, divisions, etc., lend a certain amount of prestige to the course, I cannot help but feel there are senior people within the offices and divisions who possess the necessary subject knowledge who could be more effective as a speaker. In other words, do we have to have the chiefs just because they are chiefs even though they are dull, dull, dull? Perhaps the course should borrow some of the bright, young men. Phase III was good for several reasons. First, it was refreshing to hear from the outside world. Also, the majority of the phase III speakers were excellent. Finally, I thought the trip extremely interesting and worthwhile. In summary, I strongly recommend the course as a whole but suggest at least a week could be cut out of phase II. Compact it and spotlight the best speakers."

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GROUP 1
Excluded from automatic
downgrading and
declassification

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"Offhand I don't know of any way to improve this course other than the few little things I have mentioned. It is a great course. It offers first of all a wonderful change of pace, a chance to meet new people, and a look at the entire organization. My office (OCI) thinks very highly of the course. Nominations to the course are highly competitive, and I feel really honored to have been selected. The four people involved in the overall course (Gus, Charley, Frank and Hugh) are to be commended for splendid organizational accomplishments. They all have done a great job. There was never a hitch. Things as far as we could see ran very smoothly. I have truly enjoyed it and do highly recommend it."

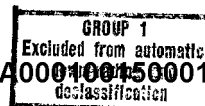
"The comments presented in the critiques of part I thru III apply here. It certainly can be said that the course gives a reasonably thorough insight to Agency operations as well as a better understanding of objectives or goals, Agency and national. The aspects of the course which tend to broaden the perspective of the attendee are most important and have been well done. The rapport established between students has contributed to a better understanding of Agency activities and this rapport should serve each individual well in future dealings within the Agency. In summary, the course has been effectively organized and presented so as to furnish the following: (a) Insight to CIA and national activities and goals. (b) Broadening of perspective with regard to individual, unit and Agency role in the national sphere. (c) A rapport among individuals which goes beyond individual cooperation and should lead to internal Agency office cooperation, understanding and effectiveness. The initiative of the course staff and their conscientious approach to their duties was apparent throughout the course. In my opinion [REDACTED] is to be particularly commended for his consistently fine efforts throughout the entire course. Mr. [REDACTED] many times went beyond the 'call of duty' to contribute to the effectiveness of the course and well-being of the students. Finally, I believe phase II of the course needs a better balance between directorates. DDP time should be reduced and both DDI and DDS&T (particularly DDI) should have additional meaningful subjects for presentation and discussion."

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"The Midcareer Course is, without qualification, the most impressive training effort I have ever experienced. It has given

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me insight into the vastness of our organization, the government structure and the problems facing this country that I did not have before. Further, it has allowed me, through the personal side, to become acquainted with persons within the other parts of the organization which will be of great use in future activities. It was an impressive course and the Office of Training is to be commended for its development and execution. Further, they are to be commended for assigning to the management of the course Mr. Hugh [REDACTED] who did an outstanding job of managing the difficult course and the different and difficult personalities assigned as students. "

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"The course as a whole was excellent. Speakers were all of a professional caliber who were in a position to speak with authority. Personal contact with members of the class was a major attraction of the course. Much was learned about other organizations and components from the daily discussions. The friendships made during the class will be of lasting value in the years to come. [REDACTED] manager of the #15 class, should be commended for his handling of the class, arrangements and overall high degree of enthusiasm and interest. "

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"In general, I think the course is extremely useful. It is the best training I have received since I've been with the Agency. In six weeks I learned more about the Agency than I had in twelve years. "

2. DDP Midcareerists

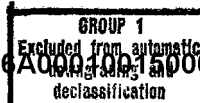
"My only regret is that I didn't take the course two years ago. It erased all sorts of prejudices and misconceptions about other elements of the Agency and the government, and provided invaluable insights into Agency operations. The course will have a permanent effect on my outlook, and has given me many useful contacts throughout the Agency. "

"As a whole my reaction to the course was very positive. I was impressed with the smoothness and efficiency with which Mr. [REDACTED] managed the course, and I found the selection of course content to be first rate. The course provided me with a much broader view and feeling for the intelligence, space, and security activities of the U. S. Government than I had previously

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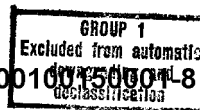
enjoyed. In addition I feel that I have acquired personal contacts within the Agency which will be of real usefulness to me throughout the remainder of my career. In the critiques of the several phases of the course I have suggested several minor changes, but I can think of no major change that I would make in the course."

25X1A "Very worthwhile. Beyond the specific comments made, I would add only that [REDACTED] did an outstanding job of administering the course, ably assisted by [REDACTED]"

25X1A "This course had the effect which was intended--i.e., to bring a midcareerist out of the compartmented world he has lived in, into the real world. I learned more about what the rest of CIA is trying to do in these few weeks than I have in the last few years. Highest compliments to [REDACTED] whose astute, efficient handling of the course was remarkable at every turn. A job well done."

25X1A "An excellent course, both in concept and implementation. Although many useful things were learned from formal lecturers, student presentations, reading, and conversations with fellow students and lecturers, the greatest value of the course in my book was the opportunity to meet and get to know men in approximately the same career status from various Agency elements. There is no doubt that contacts made during this course will be useful in the future, useful to the Agency in the sense that organizational efficiency will be improved because we not only know individuals in other components, but understand them, their capabilities, their limitations and their problems. A special word of thanks and commendation to [REDACTED] whose efforts are, I believe, directly responsible in no small measure for the course being the success it is."

"In my opinion, it is a first-rate course--probably the best that I will ever have in the Agency. While its results on my performance in the future will probably be intangible, I certainly have a better perspective of the Agency from the vantage point of the niche that I occupy. I think that part II could be telescoped somewhat, and as a result the course could be reduced to five weeks, but in general it was time well spent and the friendships made will have enduring benefits. The directors of the course deserve a hearty 'well done!'"

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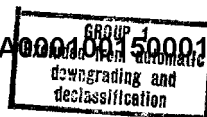
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"The course fulfilled its purpose. It is a good course and a meaningful one. It gave me an insight into Agency activities and related them to national security which otherwise I never could have hoped to have. Compliments to the training staff for a tough job well done."

"As a whole the course was pleasant and rewarding and accomplished its directive of exposing us to the other Agency components and their personnel. The course is probably too long. Several days could be dropped from phase I (Grid), and phase II and III could be tightened up. As a general comment I feel that the group was a bit old for maximum benefit to be achieved from the course. The 38 year old junior GS-13 level would be better."

"It was most helpful to me to have a chance to hear and see the things made available through the Midcareer Course. I was particularly satisfied with the management section of the course and wished that we had been given more along this line. Would it be possible to include the Advanced Management Planning Course in the program? I also feel that more can be done to use the course as a management workshop by bringing about a better meld between the management phase and the second phase of the course. If the course were revised so that it is a management workshop in which the students are permitted to participate in the solution of Agency problems, I think it would be more meaningful both for the participants and the Agency. Such a process would also provide the mid-careerist with a foundation for the kind of work he will be doing with increasing frequency during the remainder of his career. In addition to more exercise in management I think more time could be devoted to such things as Plans, Programs and Budgeting problems. Finally I would be very much in favor of using a portion of the time in the course for an introduction to computers."

"The Midcareer Course is the finest course I have taken with the Agency. It enjoys a fine reputation among former attendees, and now I can see why. With very few exceptions, which I have commented on in individual phase critiques, the course has the right content and comes at the correct time in the student's career. The course is appropriately structured with the Managerial Grid first, followed by briefings on various Agency functions and concluding with exposure to U.S. Government affairs. This provides

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a continuously broadening outlook for the student as the course progresses. One minor complaint is that certain portions of the course are inadequately filled and gaps occur as a result. I prefer a more concentrated agenda, but this is a personal viewpoint which not every student will share. One other suggestion is that no individual lecture should go over an hour without a break, and that this period be reduced to no more than 45 minutes after lunch. I feel a course such as this runs a very real risk of becoming watered down in time due to the repetitive demands upon guest lecturers and OTR staff personnel who run the course. I am sure there are temptations to reduce the scope of course coverage on the bases of cost, excessive time spent by key Agency officers, etc., and especially in light of what may appear to be an unappreciative or inattentive attitude on the part of the midcareerists. This would be most unfortunate and must be guarded against at all times, for if the Midcareer Course becomes of mediocre quality, it does in fact then become a waste of everyone's time. A minor oversight in the 15th Midcareer Course in my opinion was the inclusion of a single female in the student body. Individual schedules could be arranged so that at least two women could participate in the same course and thus provide each with a better degree of companionship. As a final critique comment, I feel a very large note of thanks is owed to the Chief of the Midcareer Executive Development Course, [REDACTED] Mr. [REDACTED] performed a most difficult job of tending to the care and feeding of the midcareerists in an exemplary manner. I know of no one who could have performed his function better--or even as well. It is much appreciated."

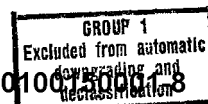
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"The course is too long. Cut down phase II to one week or one and a half weeks. Get more outside speakers. If you can't cut down the time and have fewer Agency types, hold phase II at Headquarters. Extend trip by one day and substitute something like SAC Hq. or NORAD for a Minuteman base. How about an industrial installation? You've done a damn good job in bringing all the talent to speak to the midcareerists and have administered the program very well."

3. DDS Midcareerists

"I feel the course has given me a much broader outlook on the government operations. I feel that I have received a capsule education in national policies that I would never have received from

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other sources. It will take some effort to scale myself down to look at my individual job as being the center of my universe again."

"I feel the course offers a very good exposure and insight to the Agency as well as other government agencies. This permits a greater awareness of the government community as a whole. The field trip is considered an important element in this overall exposure. Although critical on some aspects of the course, I feel collectively it is most beneficial."

"Overall, the course was stimulating, provocative and personally very satisfying. Believe that this course would be most valuable if presented to a group, same grade level, but 32-39 year age bracket. Perhaps with four courses per year, the average age level will automatically be reduced as older eligibles will have taken the course. I, personally, would have benefited more having taken the course five or six years ago. The staff, particularly Mr. [REDACTED] should be commended for the overall job, the organization and scheduling, acquisition of good, high level speakers, and managing to keep a potentially headstrong group pointed in the right direction. Certain aspects, particularly some of the night sessions levied requirements on [REDACTED] that could be considered above and beyond the call of duty but he came through in magnificent fashion and managed to keep the course going right on schedule. His personality contributed measurably to the informal, lively atmosphere that was maintained throughout the course. The one factor that was underplayed throughout the course was the value and use of intelligence at the policy level. If possible, would like to hear from the National Security Council on the use and value of the intelligence product."

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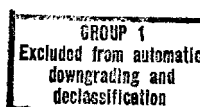
"Looks like we might be missing a real opportunity to teach some management discipline on enlightened supervisory techniques. Why not a few hours to such items as: supervisory relations, fitness reports, office of unit economy, and efficiency, etc.?"

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[REDACTED] and his staff are to be commended for a continuing, outstanding performance during this course. I can appreciate the problems behind the scenes, and this was one of the smoothest operations I have ever been a part of. I think it takes a special breed

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of cat to schedule, plan and execute something like this, and we were afforded the opportunity to see real professionals in action. This course as a whole will always be considered as one of the high points of my career."

"The schedules and general administration of the course were excellently managed and executed."

4. DDS&T Midcareerists

"The course as a whole was excellent although it dragged a bit in spots and probably could be tightened to five weeks. The movies shown were very good-perhaps a few more would be useful. Hugh [REDACTED] did an outstanding job in running the class. There were no problems being the only woman in class but it would have been easier on the trip had there been two."

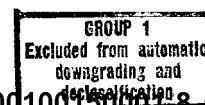
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"In general, the course was most informative. The internal portion (Agency speakers) provided information which, I am sure, could not have been obtained otherwise. The external portion (extra-Agency speakers), although tempered in some spots, provided many lasting impressions and afforded a broader outlook on life outside the CIA. The highlights of the course were undoubtedly the Grid portion and the personal relationships developed during the course. Participation in the Grid experience was a unique one, in a positive sense, and should be mandatory for the entire management complex. Personal relationships are the intangibles which I found to be most satisfying and provide the potential for fostering better intra-Agency management relationships. I feel the internal lecturers should have placed more emphasis on management techniques as practices in their individual components. This would have given me greater insight into the process itself as well as a broader base upon which to formulate my personal management policies."

"The overall course is superior. No significant changes in material or format should be made without compelling reason. For example, if the budget squeeze must hit this course then simply run it less often. Do not compress it or delete the trip or cut out guest speakers, etc. All of those who participated in the planning, development, administration, and operation of this course are to be commended. [REDACTED] did an especially outstanding job as course mentor."

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5. Unidentified Midcareerlet

"Like any course, this one had its quality ups and downs. However it was, to me, the most valuable training experience I've had. Recently home from overseas it brought me up-to-date on some things and told me about other things that I had never known anything about before. Getting to know these colleagues so well will also imbue their organizational entities with personality and bring a sense of collegiality which I have not felt before. Well done. Thanks for the opportunity. "

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